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in the manufacture and sale of building material. Bull. no. 9. (St. Paul: State Dept. Agri. 1920. Pp. 31.)

SLATER, J. A. *Commodities of commerce.* (New York: Pitman. 1920. Pp. 160. \$2.50.)

Essentials of trading with Latin America. (New York: Guaranty Trust Co. 1920. Pp. 28.)

Trading with the Near East. Present conditions and future prospects. (New York: Guaranty Trust Co. 1920. Pp. 19.)

Accounting, Business Methods, Investments, and the Exchanges

Personnel Administration. Its Principles and Practice. By ORDWAY TEAD and HENRY C. METCALF. (New York: McGraw-Hill Book Company. 1920. Pp. xii, 538.)

The imagination and energy expended in the field of personnel administration the past five years have resulted in a profusion of methods and principles. To present these in a manner both comprehensive and critical was a task, the magnitude of which only the experienced and widely versed personnel administrator can appreciate. In this task the authors have succeeded so well that it will be unnecessary to repeat it in the near future. Their book is a landmark in the literature of personnel administration.

Historically, the volume represents a crystallization of the courses in personnel administration which the authors have been giving for the past few years. Its contents are, therefore, more systematically presented than has usually been the case in this field. It is rich in specific examples drawn from many sources, but unlike most literature of industrial relations, the examples are subordinated to the principles which the authors are discussing, and are not described simply for their own sake. The comprehensive references given at the end of each section and the detailed index are a further indication of the painstaking care with which the entire volume has been prepared.

The general arrangement of the subject-matter is based on a conception of personnel work which, with slight variations, is now regarded as standard. The activities of the personnel department are arranged under six headings: employment methods; health and safety; education; research; employees' service; and joint control. Many of the topics discussed are of a controversial nature; for example, the questions of fatigue, length of the working day, and rest periods. In such cases the authors usually arrive at conclusions which not only are sane but which are of considerable practical value to the personnel

manager who is looking for a way out of the contradictions which have beset him. The treatment of the question of fatigue is typical. Instead of becoming involved in theoretical experiments and statistical reports, the authors suggest the practical steps by which necessary fatigue may be reduced. The discussion of the rating scale is an obvious exception to the usual procedure, for in this case the authors accept at its face value an expedient which at best is only in its initial experimental stage. A chapter on Arousing Interest in Work is timely because it dissipates a prevalent notion that interest in work can be aroused by any one device, and shows that interest is a complex factor which can be enlisted only through a comprehensive program of personnel activities.

Probably the strongest, and yet in some ways the weakest, section of the book, is that dealing with job analysis and job specification. It reveals the lack of a practical grasp of the details involved in job analysis and task setting. It is too uncritical in its acceptance of the dogma which scientific management has developed on this subject. On the other hand, it displays a penetrating grasp of the problem in its broader aspect by its insistence upon the participation of employees in the making of the job analysis.

The space given to the discussion of "joint control," that is, shop committees, factory councils, employees' committees, and the various plans which have as their underlying principle the participation of the workers in management, shows the large significance which the authors attach to this phase of personnel administration. The subject is treated not only from the standpoint of joint control in individual industries but from the point of view of national joint control as well. It may be contended that in this respect the book goes beyond the scope of personnel administration as it is usually understood. On the other hand, it is such breadth of view and courage of conviction which help to make the book a landmark not only for the past but for the future.

The fundamental belief which serves as the unifying thesis of the book is expressed in the quotation: "If personality is central in life, then it is—or should be—central in industry. . . . The department of personnel is, indeed, as some one has well characterized it, the department of personality" (p. 21). Departments of personnel and industrial relations are regarded today rather as practical adjuncts to the modern business organization, useful only in so far as they contribute to the success of the particular concern. However, the more comprehensive viewpoint from which the authors have presented the subject increases the value of their book for those who wish to understand this field in its widest possible significance.

HENRY C. LINK.